ALLEGATO 3

(estratto)

“S.E. CLUSTER - N.C.I. Approach”

(1994)

S.E. CLUSTER

N.C.I. APPROACH

Milano, 25/10/94

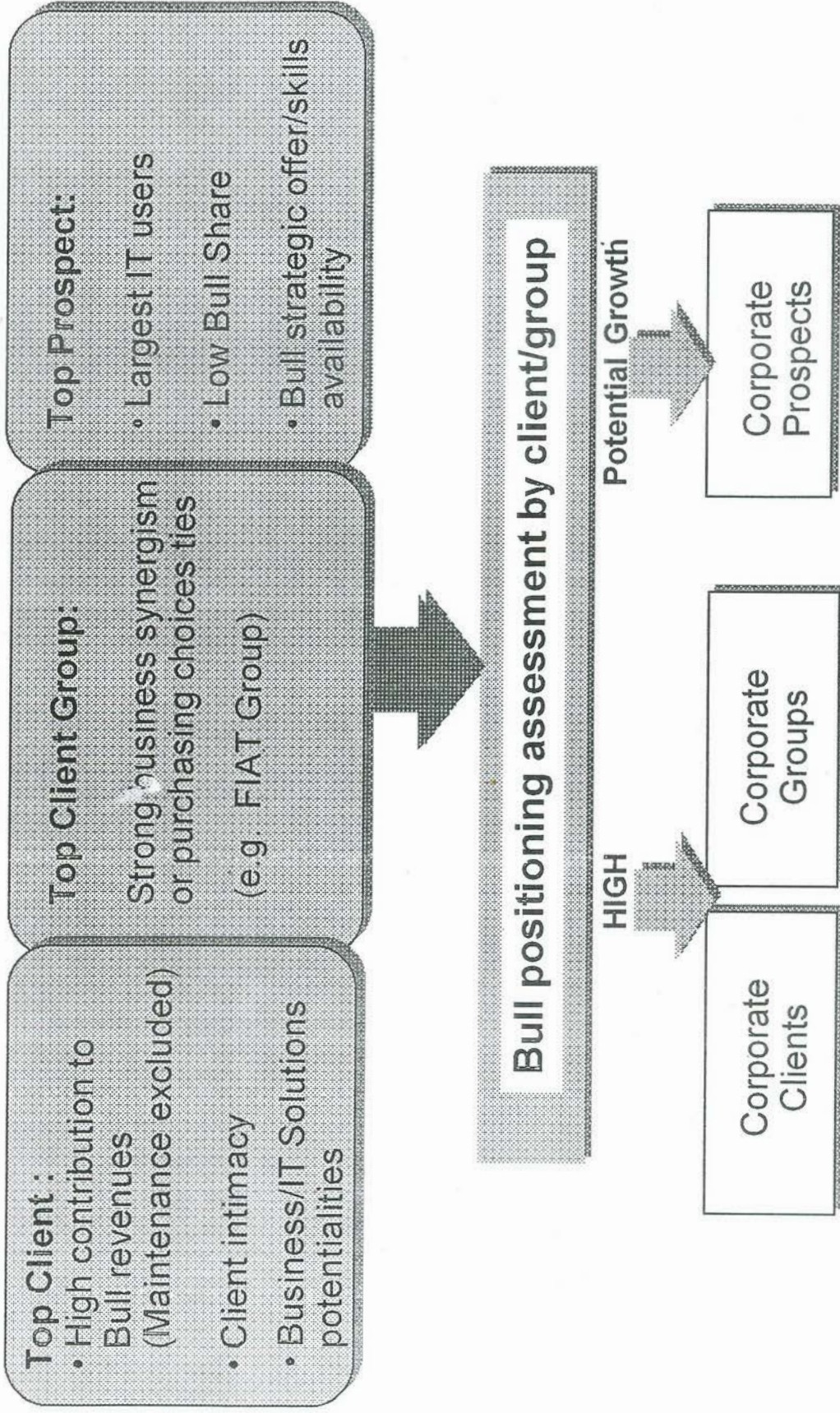
Corporate Clients and Prospects selection
Decisional process

Top Client :
- High contribution to Bull revenues (Maintenance excluded)
- Client intimacy
- Business/IT Solutions potentialities

Top Client Group:

Strong business synergism or purchasing choices ties

(e.g. FIAT Group)

Top Prospect:
- Largest IT users
- Low Bull Share
- Bull strategic offer/skills availability

"TOP 20" - CORPORATE CLIENTS & PROSPECTS

CORPORATE CLIENTS	CORPORATE GROUPS	CORPORATE PROSPECTS
11	4	5

"TOP 20" - CORPORATE CLIENTS & PROSPECTS

CORPORATE CLIENTS	% REV.
1 - MINISTERO GIUSTIZIA	4.2
2 - MINISTERO FINANZE	5.1
3 - INPDAP/SOC. SECURITY (C.S.)	5.8
4 - ANAS	1.9
5 - CARABINIERI	2.0
6 - AERONAUTICA	1.0
7 - ESERCITO	3.3
8 - MINISTERO INTERNI	1.3
9 - VENETO/REGIONI (G)	3.9
10 - CREDITO ITALIANO	5.2
11 - BANCA SELLA	0.3
12 - BANCA ANTONIANA	1.2
13 - INA/ASSITALIA	1.7
14 - FIAT GROUP (G)	1.7
15 - FINMECCANICA GROUP (G)	1.3
TOTAL	39.9

% REV = 1993 + 1H 94 DIRECT TURNOVER WITHOUT MAINTENANCE

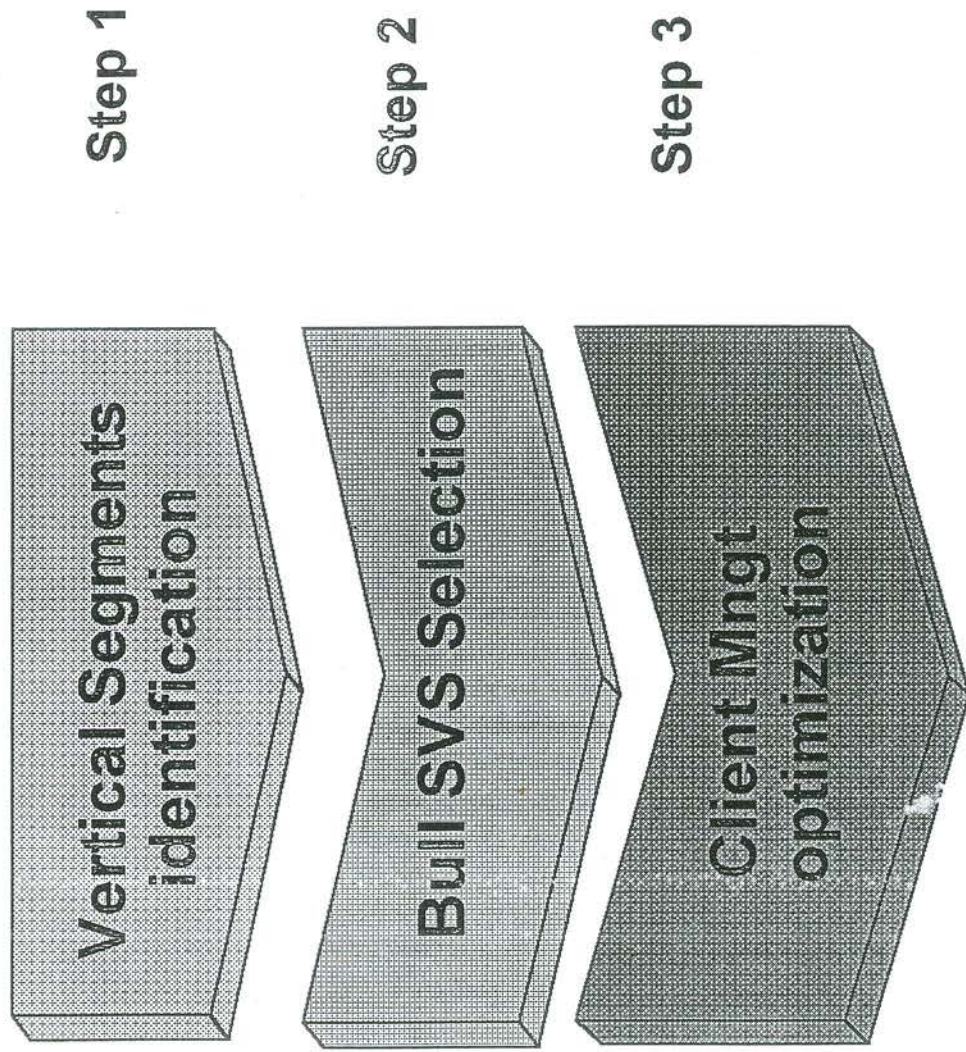
CORPORATE PROSPECTS (AREAS OF INVESTMENTS)	% REV.
1 - TELECOM ITALIA (G)	2.2
2 - ENEL	0.3
3 - FERROVIE	1.2
4 - ALITALIA	0.2
5 - POSTE	-
MCTC IN S.O. DIVISION	9

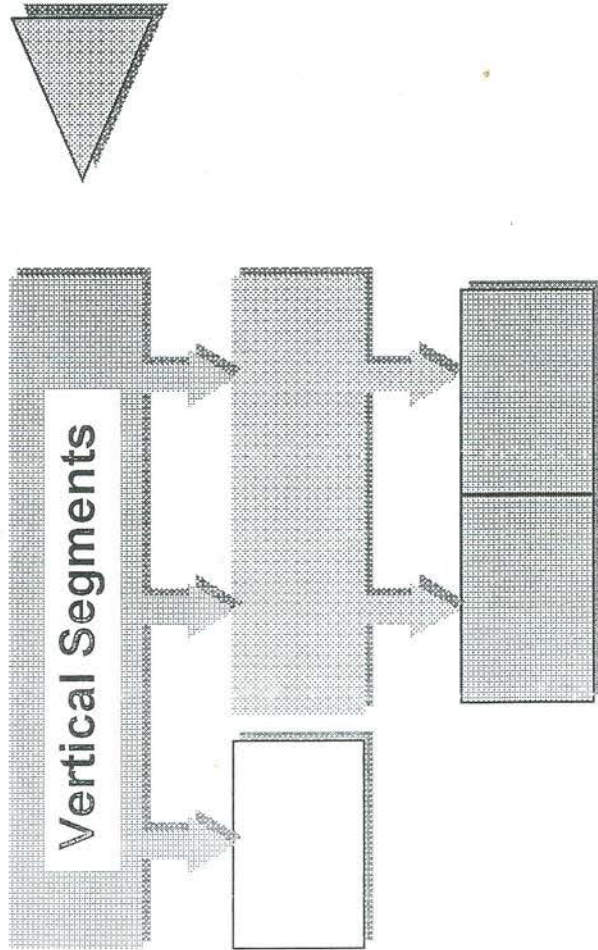
Strategic Vertical Segments Management

Decisional Process

Step 1

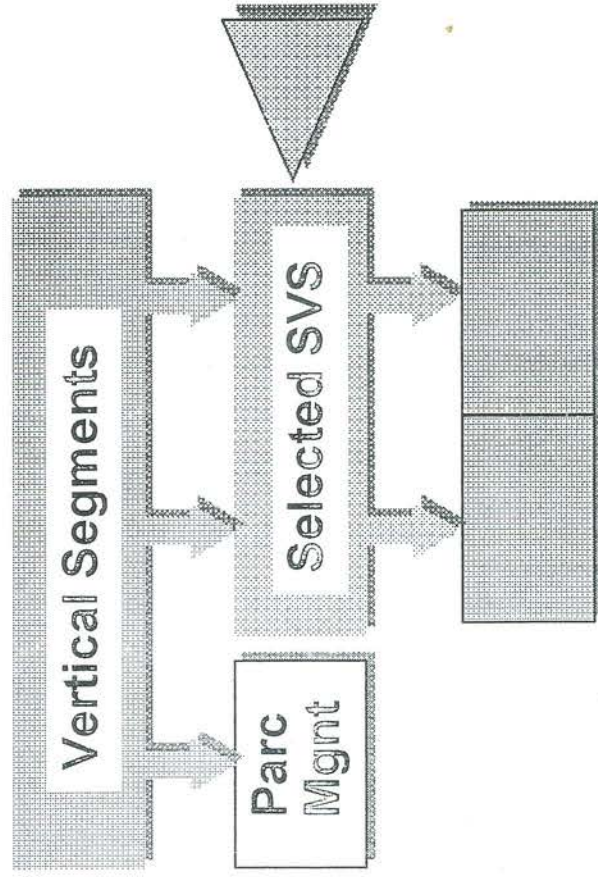
Step 2

Step 3

Strategic Vertical Segments Management

Step 1 : Vertical Segments Identification

Identification Criteria

- **Vertical Segment :**
  Many Companies of different size having
  Homogeneous Business/ I.T.requirements
  and/or
  Interrelations in Purchasing decisional process
- **Group Segment:**
  Few (large) companies having
  Common I.T. strategies
  and/or
  Common buying approach
- **Filiere :**
  Companies of different vertical segments with common information flows
  (e.g. Textile & Fashion)

Strategic Vertical Segments Management

Step 2 : Bull Strategic Vertical Segments Selection

Selection Criteria :

+ Significative Bull Presence as

  Business volume
  Clients number

+ Bull Strenghts

  - Bull Solutions (develop./support) : Health, Discr.Mnfg, Retail,..
  - Third Parties solutions: Banks, Rural Banks, Municipalities..
  - Relationships (lobbying/ assoc.) Central Gvmt, Rural B.

MARKET SEGMENTS

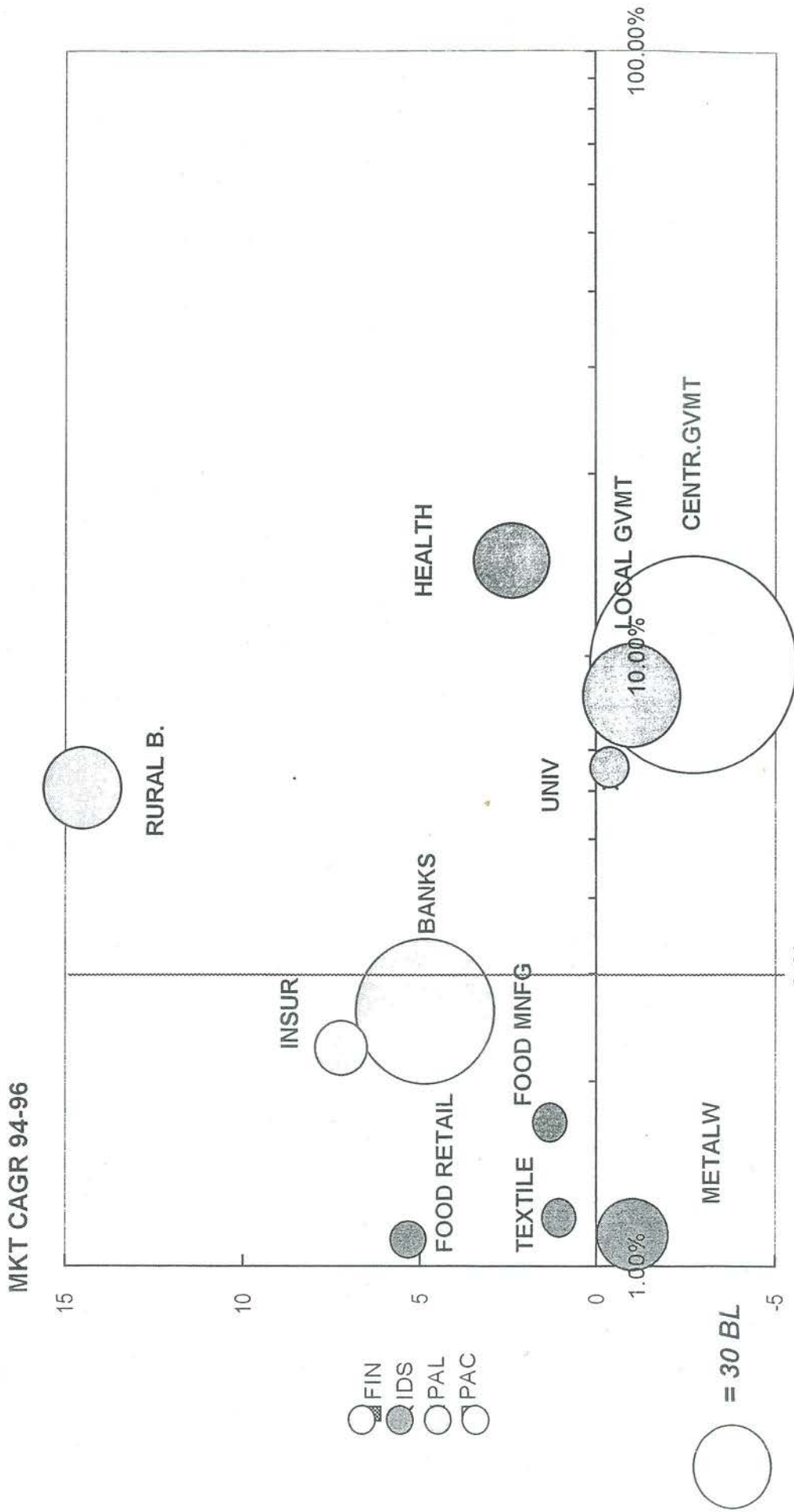
- STRATEGIC VERTICAL SEGMENTS
- GROUP SEGMENTS
- HORIZONTAL SEGMENTS
  - NETWORKING
  - OFFICE/MULTIMEDIA
  - SAP, GOLD, STRATEGE, ORACLE FIN.
- OTHER

VERTICAL SEGMENTS

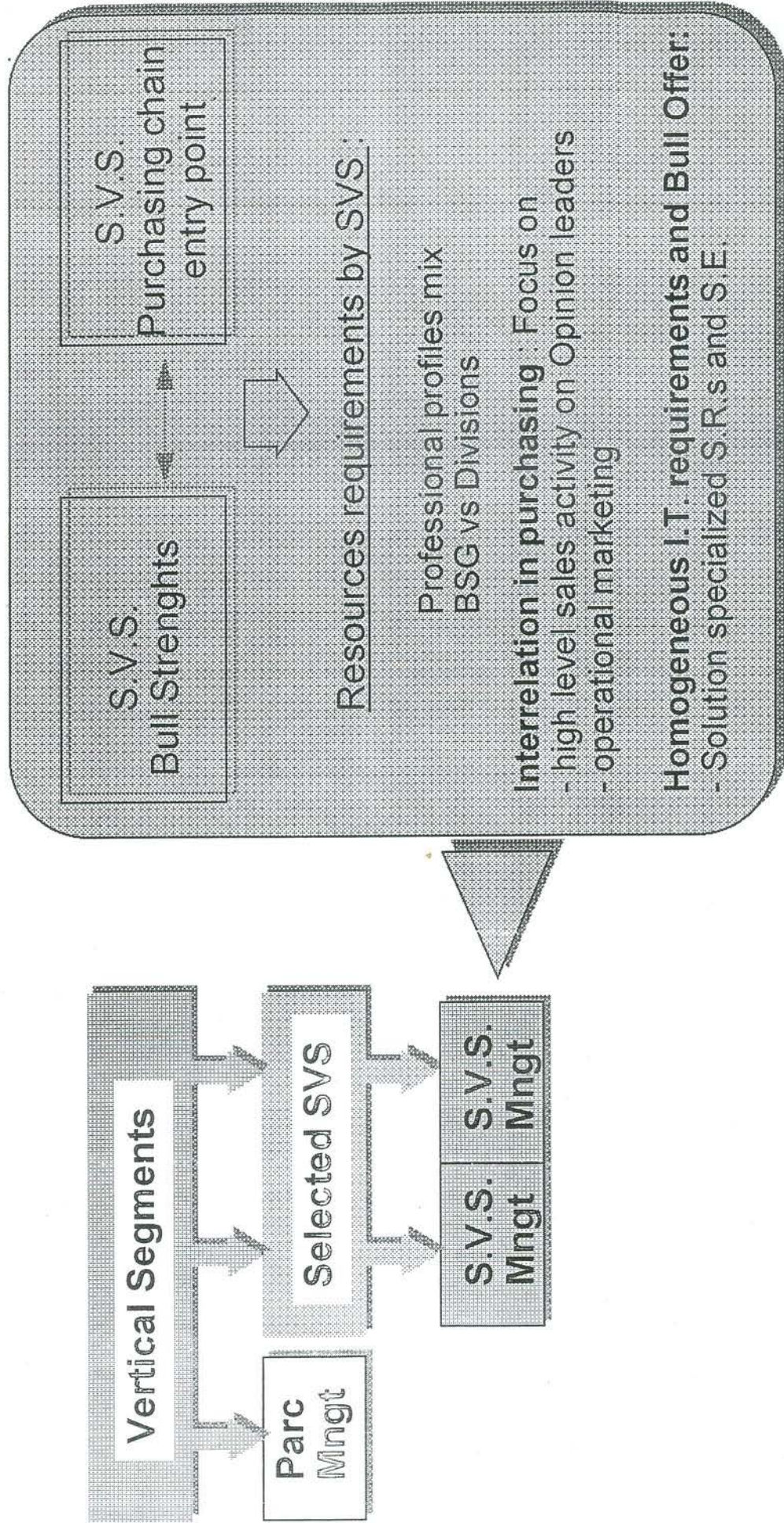
V.S.	TOP 20 1993-94 TURNOVER	1993-94 TURNOVER (W/O TOP 20)	BULL SOLUTIONS	3P SOLUTIONS	BUYING CORR.	STRATEGIC V.S.
BANKS	41	51	2	2	2	1
RURAL BANKS	-	37	2	1	1	1
INSURANCE	10	7	3	2	2	2
MUNICIPALITIES	-	27	2	2	2	2
REGIONS & REG. AGENCIES	23	-	P	3	3	3 G
LOCAL UTILITIES	-	8	3	1	2	3
UNIVERSITY	-	8	2	3	2	3
HEALTH	-	31	1	2	3	1
DEFENCE & POLICE	46	17	1	3	2	2 G
MINISTRIES	56	17	P	3	1	2 G
SOCIAL SECURITY	35	-	P	3	2	3 G
UTILITIES (TELECOMIT, FS, ENEL)	20	2	3	3	3	3 G
MCTC FILIERE	(55)	5	1	3	2	3
OTHER CENTR. GOV.	11	12	P	3	2	2
METAL WORK	18	10	1	2	3	2
FOOD MNFG	-	5	2	2	3	3
LARGE DISTRIB.	-	6	2	2	2	3

1 = STRONG   2 = AVERAGE   3 = WEAK   P = PROJECT   G = GROUPE

1993 + 1H 94 DIRECT TURNOVER W/O MAINTENANCE

Bull Positioning - Strategic Vertical Segments

Total Revenues Corporate Clients included

Strategic Vertical Segments Management

Step 3 : S.V.S. Client Management optimization

N.C.I. GENERAL SCHEMA

B.S.G.

TOP 20	
4 S.V.S	
2 S.F.P	
B.C.	I.T.C.

CL/SEG. MNG 24
REV. 299
PROD. 12.4

S.I.S.

DELIVERY: S V S | S F P

HOR. SEG.
HOR. SEG. S.R.

S.R. 47
REV. 126
PROD. 2.7

S.O.

DELIVERY
S.R.

S.R. 5
REV. 15
PROD. 3

C.S.O.

DELIVERY
S.R.

S.R. 11
REV. (57) 26
PROD. 2.4

PARC MANAGEMENT

TELESALES BULL EXPRESS
S.R.

S.R. /T.S. 33
R.V. 90
PROD. 2.7
CLIENTS 2400

- MAINT. REV.~ 35% TOTAL MAINT REV.
- 137 ENT. SERV. CLIENTS

Unit	S.R.	REV.	PROD.	IND. S.R.	IND. REV.	IND. PROD.
S.R. / E.S.	22	127	5.8			
S.R. / O.S.S. / I.N.D.	31	82	2.6	8	24	3.0
S.R. / Z.D.S. / I.N.D.	8	67	8.4	17	91	5.3
S.R. / B.E.T.	3	4	1.3			

1995 REVENUES W/O MAINTENANCE

2/11/94

Strategic Vertical Segments Management

Market Segmentation on Filiere concept : some limits

- ☐ complexity in identification process and methodology :
  market value chain analysis by product/process required

- ☐ filiere concept enables identification of business opportunities for large Projects
  (eg EDI projects)

but commonalities on global customers I.T. requirements and investment plans
may be poor

⇨ S.I.S. project approach

rather than sales and mktg organization approach